



CPC CyberFlash

HONOR

RESPECT

COMMITMENT

From the Director's Desk

Promotion Results

Congratulations to all officers who have been nominated by the Secretary for promotion to the following grades:

TO BE COMMANDER:

LCDR Philip A. Gruccio
LCDR Richard R. Wingrove
LCDR Randall J. TeBeest
LCDR John J. Adler
LCDR Michael S. Weaver
LCDR Anne K. Lynch
LCDR Karl F. Mangels
LCDR Anita L. Lopez
LCDR Jeffrey C. Hagan
LCDR John K. Longenecker

TO BE LIEUTENANT COMMANDER:

LT Julie V. Helmers
LT Mark A. Wetzler
LT Kurt A. Zegowitz
LT Timothy J. Gallagher
LT Joe C. Bishop
LT Nathan H. Hancock
LT Peter V. Siegel
LT Demian A. Bailey
LT Michael F. Ellis
LT Nancy L. Ash
LT Elizabeth I. Jones
LT Arthur J. Stark Jr.

LT Thomas J. Peltzer

TO BE LIEUTENANT:

LTJG Paul W. Kemp
LTJG Katherine R. Peet
LTJG Michael G. Levine
LTJG Bryan R. Wagonseller
LTJG Allison B. Melicharek
LTJG Earl M. Spencer
LTJG Jeffrey D. Shoup
LTJG Hector L. Casanova
LTJG Amanda M. Bittinger
LTJG Nicole M. Manning
LTJG Eric T. Johnson
LTJG Jasper D. Schaer
LTJG Jessica E. Daum
LTJG Amanda M. Middlemiss
LTJG Natasha R. Davis
LTJG Luke J. Spence
LTJG John J. Lomnický
LTJG Lundy E. Pixton

TO BE LIEUTENANT (JUNIOR GRADE):

ENS Samuel F. Greenaway
ENS Tracy L. Hamburger
ENS Michael O. Gonsalves
ENS Olivia A. Hauser
ENS Daniel E. Orr
ENS Rebecca J. Almeida
ENS Tony Perry III
ENS Jonathan R. French
ENS Amy B. Cox
ENS Paul S. Hemmick
ENS Matthew J. Jaskoski
ENS Stephen C. Kuzirian
ENS Lindsey M. Vandenberg
ENS Madeleine M. Adler
ENS Carol N. Arsenault
ENS James L. Brinkley
ENS Sean M. Finney
ENS Laurel C. Jennings
ENS Guinevere R. Lewis
ENS Allison R. Martin

ENS Jason R. Saxe
ENS David A. Strausz
ENS Rebecca J. Waddington
ENS Jamie S. Wasser

Last Friday marked the end of a long career of service for one of CPC's employees. Lucinda "Cindy" Thorpe decided to retire after almost 36 years of Federal service. She decided to go out quietly but allowed me to notify all officers of her retirement. Cindy was a very dedicated employee and provided service to many NOAA Corps officers over the years. She will be missed at CPC because of her dedicated service and corporate knowledge. We wish her the very best of luck in her retirement.

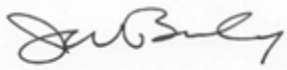
LCDR Hoshlyk forwarded a very good article from Business Book Review titled, The Southwest Airlines Way by Jody Hoffer Gittell. The article describes much of what many have already read or heard of the Southwest Airlines business model. However, of great interest was a section describing the leadership model of Southwest. Here is a small excerpt of that section:

"Because leadership at Southwest is understood as a process that can take place at any level of the organization, and because leadership at the front line can play a critical role in organizational success, the company has more supervisors per frontline employee than any other airline in the industry, despite the fact that many think the organization is flat and team-based. It is an approach that directly contradicts many contemporary management thinkers who argue that supervisors tend to perpetuate bureaucracy and, thus, get in the way. At Southwest, however, supervisors are not obstacles to coordination among frontline employees, but play a valuable role in strengthening this coordination through day-to-day coaching, counseling, and participation in frontline work, even baggage handling. Thus, supervisor vision goes far beyond measuring performance and disciplining "bad apples" and focused on problem solving, advising, and providing support, encouragement, and recognition to individual subordinates. Supervisors view their subordinates as internal customers who deserve help in doing their jobs better.

Gittell believes that teamwork ability can be understood more specifically as "relational competence – the ability to relate effectively with others. Relational competence is a critical ingredient of organizational success, though it tends to be undervalued in the world of work." Organizations usually underestimate the importance of relational competence, especially when it comes to people who perform highly skilled jobs; thus, excellent performers are hired, but they cannot integrate their work effectively with the work of others. The result is an undermining of the organizational goals."

A plan/mission, the articulation of the plan/mission and the execution of it are key components to describing the "what" an organization does. The complete and effective execution of the plan and ultimately an organization's success can only be accomplished by exercising leadership ("who") at all levels of the organization. The success of Southwest Airlines has been documented in many article and books over a thirty year period. According to Money Magazine calculations, a \$10,000 investment in Southwest in 1972 would have

returned more than \$10 million by 2002. Think about that for a minute. You cannot imagine a worse industry than airlines over this 30-year period: fuel shocks, deregulation, brutal competition, labor strife, 9/11, huge fixed costs, bankruptcy after bankruptcy. Yet despite all of those obstacles, this airline remains not only the most profitable carrier in the industry but one of the best investments on a dollar-for-dollar basis. The Southwest business and leadership models work- it can also work for others who have the vision and focus of leadership.

A handwritten signature in black ink, appearing to read 'Jon Bailey', is positioned above the typed name.

Captain Jonathan W. Bailey, NOAA
Director, Commissioned Personnel Center

This message was generated for the Director of Commissioned Personnel